

# Compensation & Benefits

# REVIEW

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### Advisory Board

The CBR Advisory Board Comments on Compensation Fads, Custom Pay Plans, and Team Pay .....M/A:67  
*CBR advisory board members, editors and AMA managers discuss significant new developments in compensation and benefits.*

The CBR Advisory Board Comments on: CEO Pay, Global Chaos, and a Possible Retreat from Benefits .....M/J:58  
*CBR advisory board comments on CEO pay, high inflation, currency fluctuations, and whether employers are retreating from benefits.*

### Benefits

How Owens-Corning Uses Cash-Equivalent Benefits to Tie Compensation to Performance .....M/J:69  
*In this case study, the author states that when benefits are expressed as cash, employees can't miss their impact on pay.*

How Pitney Bowes Broadens Benefit Choices With Value-Added Services .....M/A:60  
*This case study describes Pitney Bowes' benefits options and how it makes employees responsible for their benefits choices.*

Should Variable Pay Count Towards Benefits Calculations? .....S/O:27  
*The authors examine rarely considered ramifications of switching to variable pay.*

### Broadbanding

Broadbanding: A Study of Company Practices in the United Kingdom .....N/D:41  
*This study illustrates how seven UK companies used broadbanding to achieve strategic goals.*

### Compensation Strategy

Economic Value—A Better Approach to People Management .....M/J:30  
*This article introduces ways in which organizations can use economic value to align critical HR management initiatives.*

Future Compensation Shock .....N/D:27  
*In 2015, pay will be 40% variable and 60% a draw against value created, the author forecasts.*

Merit Pay Remains One Step Ahead of Inflation .....N/D:14  
*This metrics report examines 1997 merit pay projections and trends in variable pay and other alternative pay systems.*

The Politics of Pay .....M/A:23  
*Organizations cannot overlook political dynamics if they want their pay systems to be effective.*

Restructuring Compensation Plans for

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Initial Public Offerings and Spinoffs .....S/O:38

*This article highlights issues that have significant impact on management compensation plans in IPOs and spinoffs.*

Should You Share Market Pay Data With Line Managers? .....M/J:37  
*This article explores the implications of providing competitive pay data directly to line managers.*

### Competency-Based Pay

Competencies: A Poor Foundation for the New Pay .....N/D:20  
*[Opinion] The author argues that companies are making a mistake in trying to use competencies as a foundation for person-based pay plans.*

Competencies: The Right Foundation for Effective Human Resources Management .....N/D:21  
*[Response] The authors argue that competencies are "one of the most powerful approaches at our disposal to enhance organizational performance."*

Jaguar Cars Drives Toward Competency-Based Pay .....N/D:34  
*Jaguar Cars is moving toward a reward system that uses a 360-degree review process to award competency-based increases.*

Validity and Reliability for Competency-Based Systems: Reducing Litigation Risks .....J/A:31  
*Many businesses have made competency-based HR systems all the rage; however, legal risks exist.*

### Executive Compensation

CEOs Reap Unprecedented Riches While Employees' Pay Stagnates .....S/O:20  
*This metrics report examines CEO compensation packages.*

Executive Compensation: Creating a "Legal" Checklist .....J/A:21  
*The author summarizes key legal considerations in executive compensation.*

401(k) Plans  
The DOL 401(k) Guidelines: How Employers Can Separate "Information" from Advice .....J/F:66  
*This article describes how to provide participants with sufficient 401(k) information without becoming liable for investment losses.*

The 401(k) Plan and the Retirement Planning Revolution .....F:58  
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<i>[Opinion] The author argues that healthcare rationing is the approach necessary to solving the healthcare cost crisis.</i>	
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